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ABSTRACT

This publication presents work program 2003 in light of the new medium-term priorities 2003-06 and activities 2003 as a consistent and systematic translation of this multiannual approach, specifying activities and outputs to meet the medium-term strategy. A main strategic activity is described--further development of a knowledge management system in the context of enhanced cooperation in vocational education and training (VET). Five areas (and their activity fields) are covered: developing research (4 activity fields); reporting and facilitating a concerted approach (4); exchange and supporting partners (3); information, communication, and dissemination (3); and directorate and administration, facilities, and resources (4). A table provided for each area indicates the medium-term priorities 2003-06 and their time frame as decided by the management board. It summarizes for the area the target audience, output/method, and performance indicators. Concise details of the tasks are described in the activity field following the table. At the end, a budgetary overview links main activities to budgetary allocations, with indications of staff assigned to the areas and activities. Appendixes include links between strategic objectives 2003-06 and activities of the areas for 2003; Cedefop support for enhanced cooperation in European VET; budget; organizational chart; ETF/Cedefop joint work with special reference to candidate countries in 2003; and cooperation with Eurydice and the European Training Foundation. (YLB)

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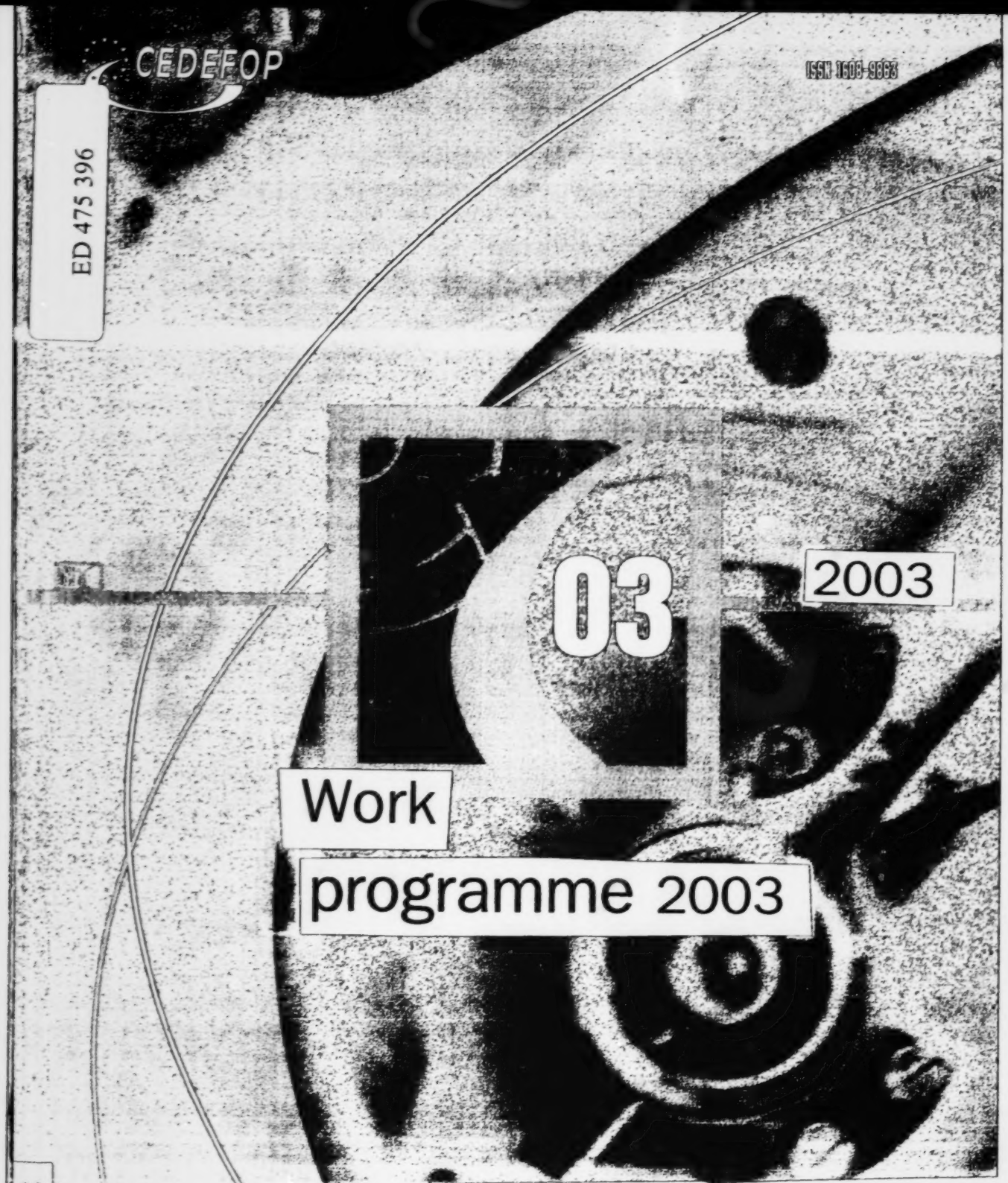

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The **European Centre for the Development of Vocational Training** (Cedefop) is the European Union's reference Centre for vocational education and training. We provide information on and analyses of vocational education and training systems, policies, research and practice. Cedefop was established in 1975 by Council Regulation (EEC) No. 337/75.

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Mission statement

The European Centre for the Development of Vocational Training (Cedefop) is an agency of the European Union. Created in 1975 with a tripartite management board, it provides services for the European Commission, the European Union Member States and the social partners as well as for the associated countries of Norway and Iceland. The candidate countries are also associated with its activities.

Mission

As the European Union's reference centre for vocational education and training, Cedefop provides policymakers, researchers and practitioners with information to promote a clearer understanding of developments and so enable them to take informed decisions for future action. Cedefop assists the European Commission in encouraging, at Community level, the promotion and development of vocational education and training.

Tasks

The main tasks of Cedefop as defined in its founding regulations are to:

- compile selected documentation and analysis of data;
- contribute to the development and coordination of research;
- exploit and disseminate useful information;
- encourage and support a concerted approach to vocational training development issues;
- provide a forum for a wide and diverse audience.

Medium-term priorities

One overarching objective guides Cedefop's medium-term priorities for 2003 to 2006: promoting a European area of lifelong learning in an enlarged European Union. This encompasses the following strategic objectives:

- improving access to learning, mobility and social integration;
- enabling and valuing learning;
- supporting networks and partnerships in an enlarged European Union.

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General Introduction

The work programme 2003 is to be seen in the light of the new medium-term priorities 2003-06 (MTP 2003-06), their strategic objectives and related thematic priorities of work, activities and output. The activities for 2003 are presented as a consistent and systematic translation of this multiannual approach, specifying activities and outputs to meet the medium-term strategy. All activities indicate the timeframe, background, main target audience, expected outcomes and the working methods.

During 2003, Cedefop will start to develop and implement meaningful quantitative and qualitative performance indicators, in line with the introduction of the new financial regulation to ensure systematic monitoring and follow-up of progress and achievements. Where appropriate, indications are made of first performance indicators in the different activity areas.

The main activities are linked to budgetary allocations, with indications of staff assigned to the areas and activities. This permits full transparency with respect to the financial implications in relation to the overall annual budget. is indicated.

A main strategic activity of Cedefop will be the further development of a knowledge management system (KMS) in the context of enhanced cooperation in vocational education and training. This creation of a new web-based system, running on a platform using cutting-edge technology, will be a transversal activity to which all areas will contribute. The collection of information through the ReferNet, the internal processing of knowledge and the dissemination of products will open new opportunities: cross-sectional and thematic policy analyses; the creation of transversal knowledge; underpinning policy debate; and development, and sharing, of knowledge in lifelong learning.

The familiarisation of the candidate countries and preparation for the accession of up to ten new countries in 2004 will demand special attention and cooperation with the European Training Foundation in Turin.

AREA 1

Developing research

Cedefop's mid-term priorities 2003-06 define VET research for Cedefop's purposes as systematic cross-disciplinary inquiry – both coordinated in-house and externally commissioned – to acquire and update applied and policy-related knowledge.

The table shown below indicates the medium term priorities 2003-06 and their time frame as decided by the management board. It also summarises for this area the target audience, output/method and performance indicators (PI). Concise details of the tasks are described in the activity field following the tables. At the end, a budgetary overview is given (for general overview see Annex III).

MEDIUM-TERM PRIORITIES	TARGET AUDIENCE
Research cooperation (1) **To develop Cedefop's research arena (Cedra and ERO) and assure gradually full integration in the Knowledge Management System (KMS) and ReferNet**	Applied VET researchers at national and European levels, including in the candidate countries Complementing ReferNet. For more specific links with the strategic objectives see Annex I.

	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) promoting networks and web-based cooperation for the development, dissemination and sharing of knowledge, increasingly including candidate countries	ongoing	Reach robust and structured network as virtual and real communication instrument **(PI)** Increase the number of participating research institutes considerably
(b) capitalising on research resources and involvement in the innovative projects, thematic and transnational networks	ongoing	Feed into the knowledge management system (KMS) and provide material for Cedefop publications **(PI)** Enrich KMS by inputting research findings for information and debate

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(c) launching research studies on specific topics defined in the work programme and dissemination of research results	ongoing	Publish hard copy and electronic reports for VET policy debate **(PI)** Stronger focus on linking research with policies at stake
(d) organise the research input to and participate in comparative analysis within the KMS	ongoing	Integration of Cedra/ERO into KMS by December 2003 **(PI)** Ensure complete functionality of merger
Research Reporting (2) **To report on the state of the art of education and training research primarily in Europe and to indicate implications for our stakeholders**	VET researchers, policy makers and practitioners at national and European levels, including in the candidate countries. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) prepare and publish research papers on topical issues	ongoing	Publish research topics (print and electronic form) **(PI)** Focus on issues relevant to policy and practice
(b) finalisation and publication of the Third Research Report and its accompanying materials on evaluation of the impact of education and training and the implications for policy and practice	2003-04	Publish background report, synthesis report and executive summary (partly in electronic form) **(PI)** Ensure high quality of all contributions and analyses Prepare a discussion in the March meeting of the management board
(c) preparation of the fourth research report, whose topic will be defined in 2003-04	2004-06	Plan the 2004 task agenda for preparation of the fourth research report **(PI)** Well-explored topic for research debate

(d) create a virtual Young VET Researchers Platform to enhance their participation in policy development and their skills	from 2003	Open up for electronic involvement of young researchers to augment our research circles **(PI)** Include and increase substantially the number of young researchers fostering the exchange
European Journal Vocational Training	VET researchers, policy makers and practitioners at national and European levels, including in the candidate countries. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(3) **To create a forum for researchers, policy-makers and practitioners via the *European Journal Vocational Training* and establish and maintain a leading position of this journal in the European scientific community of VET specialists**	ongoing	The EJVT is run as a professional academic journal with an independent editorial committee; Cedefop acts as Secretariat
(a) publish three issues of the European Journal per year according to schedule and in close cooperation with the independent editorial committee	3 issues	Three issues published (may include thematic issues) in time
(b) increase the number of subscribers considerably and pay special attention to new Member States and present Members States with a low level of subscribers	ongoing	Execute efficiently this task
(c) make the journal part of a paid membership package that will also be available electronically	2003-04	Demonstrate return on investment and use the journal as platform

(d) improve efficiency in preparing, producing and publishing articles	2003-05	Increase efficiency in the production chain
AGORA Thessaloniki conferences Target audience	VET researchers, policy makers and practitioners at national and European levels, including in the candidate countries. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(4) **To facilitate cutting edge debates on research results between researchers, our policy and practice stakeholders**		For more specific links with the strategic objectives see Annex I
(a) organise "Agoras Thessaloniki" on specific research outcomes for a wider target group	3 events	Disseminate conference papers (print and electronic) to strengthen broad debate on VET
(b) Agoras should become a cost neutral activity and could be part of a paid membership package	2003	Compare also with experiences in other countries (e.g. US) and report on results

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Activity field 1: research cooperation

The Cedefop research arena (Cedra) promotes interactive and collaborative networking among VET researchers in order to develop, disseminate and share specialist knowledge. It also acts as a forum for identifying issues on which Cedefop may wish to conduct or commission studies and reports, and for considering the implications of research-based knowledge for VET policy and practice in Europe. ERO (European research overview) is Cedra's electronic communication tool to enable the pooling of relevant information and resources in this context. Participation in the activities is ensured through the ERO call for expressions of interest within the context of the research arena. In addition, Cedra/ERO will establish a virtual platform for young researchers in VET.

Further activities in this field include research on: enterprise performance and individual employability; the early identification of skill needs; and human resource development issues.

Tasks for 2003

- Further development of Cedra/ERO with a view to their integration into the new knowledge management system (KMS) by the end of 2003.
- Moderate and service the Cedra network, with particular priority given to the following topics:
  - work-related learning and key qualifications;
  - organisational learning and human resource development (HRD) within the framework of lifelong learning;
  - network-based learning in 'learning regions';
  - ICT-based support for collaborative VET research in Europe;
  - virtual platform for young researchers in VET.
- Coordinate/commission applied research reports on the following topics:
  - the relationships between workforce skills and enterprise performance, individual mobility and employability;
  - approaches for, and findings on, the early identification of skills needs, also at sectoral and regional level;
  - human resources development (HRD) within lifelong learning implementation strategies.
- Continue continuing inquiry into the history of vocational education and training in Europe and finalising the project started in 2002.

Activity field 2: research reporting

Cedefop research reports are regular publications appearing every three years, complemented by background and focus papers related to a given report's theme. They aim to provide a state-of-the-art overview and synthesis analysis of VET research in Europe, lending a focus to R&D in the Member States and the candidate countries. The reports are explicitly designed to draw out policy and practice implications, therefore their audience goes beyond the research community as such. The theme for each report is defined in close collaboration between Cedefop itself, the research community and Cedefop's partners.

The third research report will be published in 2004 under the theme *Evaluation and impact of education and training* and will take into consideration measures at regional, national and European level. Topics include:

- social and economic impact at the individual level;
- impact on efficiency, effectiveness and quality of VET, including in enterprises;
- impact on growth, employment, competitiveness, social inclusion and the labour market;
- non-monetary impact (health, social participation, active citizenship);
- approaches, criteria, standards and tools for evaluating the impact of VET measures.

Tasks for 2003

- Monitoring and preparing for publication of individual contributions from external research experts ready for hard-copy publication of a background reader in 2004; selected contributions will be published electronically before the end of 2003.
- Preparing the third research report itself (a synthesis of individual contributions, Cedefop's own contributions and an overview of the wider research field) ready for hard-copy publication in 2004.
- Preparing extracts and an executive summary of the third research report ready for publication in the ETV (European Training Village) in 11 official languages in 2004.
- Consulting with all stakeholders to define the theme of the fourth research report.

Activity field 3: European Journal Vocational Training

Cedefop founded and supports this professional periodical, which is a recognised Europe-wide forum for presentation and critical discussion of empirical studies, theoretical analyses and policy/practice applications of research findings. An independent editorial committee supervises the journal's policy and content, assisted by an in-house secretariat responsible for administration, editing each issue and associated support activities, including dissemination and promotion.

Tasks for 2003

- Publish three hard-copy issues of the Journal on time, which implies a continuous cycle of regular and recurring tasks of organisation, management and production.
- Continue efforts begun in 2001/02 to raise the number of subscriptions, in particular by introducing a paid membership package for Cedefop products that includes subscription to the Journal.
- Improve production cycle performance in terms of efficiency of the process and quality of the outcome.
- Increase cooperation with the candidate countries both in collecting articles and in interest in the Journal.

Activity field 4: Agora Thessaloniki conferences

Agora Thessaloniki conferences offer a stimulating broad-based forum in which VET researchers, policymakers and practitioners can meet to exchange views with each other and with social partners, decision-makers in the business and political worlds, and opinion leaders in the arts, the media and civil society. The conferences facilitate cutting-edge and in-depth debate on future challenges and innovative responses on a wide range of topics relevant for VET.

Tasks for 2003

- Preparation, execution and follow-up dissemination for three Agora conferences on the following topics:
  - education, training and economic performance;
  - skill mismatches;
  - towards a European research agenda for VET, linking European

research with enhanced political cooperation in vocational education and training.

- Plan to make Agora conferences cost-neutral activities by the end of 2003.

Area A financial and human resources (2003)

Staff	A	B	C	D + Local	Total €	2002
Full-time Equivalent	4.35	5.40			849,060	1,068,120
KMS-A	2.45				258,565	
Total Area A staff	6.80	5.40			1,107,625	
Activity field 1: **Cedra/ERO**					186,069	303,899
Activity field 2: **Cedefop research report**					264,902	262,180
Activity field 3: **European Journal of Vocational Training**					346,761	324,115
Activity field 4: **Agora Thessaloniki conferences**					99,133	96,706
KMS-A					138,685	
Total €					1,035,550	986,900
Titles 1 + 3					2,143,175	2,055,020

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AREA B

Reporting and facilitating a concerted approach

Systematic compilation and assessment of VET-relevant issues of longer-term interest implies drawing on a broad range of sources to provide up-to-date information and background material. The consequent reports serve a wide and diverse audience of stakeholders, with a particular emphasis on European comparative and policy-relevant accounts and databank resources.

The table shown below indicates the medium-term priorities 2003-06 and their time frame as decided by the management board. It also summarises for this area the target audience, output/method and performance indicators (PI). Concise details of the tasks are described in the activity field following the tables. At the end a budgetary overview is given (for general overview see Annex III).

MEDIUM-TERM PRIORITIES	TARGET AUDIENCE	
Reporting in KMS		
(1) To report on developments in vocational education and training within the Knowledge Management System (KMS)	All VET stakeholders at national and European levels. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) provide comprehensive and up-to-date information cross-classified according to a number of themes	2004	Input through ReferNet valorisation of in-house resources and products set up steering committee in cooperation with DG EAC Set up quality monitoring group pilot certain themes

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		create synergy between policy support and themes in KMS developments **(PI)** Successful establishment of KMS structure, start input process and first output in 2003
(b) publication and updating of short descriptions of national VET systems and European reviews	Presidency related	Input via the ReferNet and consortium leaders; short descriptions for Presidency countries, transversal comparative analysis accessible on the KMS website **(PI)** Successful first European VET thematic overview
(c) ensure rapid electronic publication of *Cedefop Info* content, which still also will be available in hard copy form	2004	Topics/sequence in line with major European policy documents and main results of our work **(PI)** ensure rapid electronic publication of Cedefop Info content which will still also be available in hard copy
(d) publication of the Second Policy Report on learning for employment	Spring 2003	Publication and dissemination of the report (print and electronic form) **(PI)** Bring the findings and conclusions to the attention of stakeholders
(e) preparation and publication of the Third Policy Report	2004-06	Selection of topic **(PI)** Match the policy development requirements

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Promote implementation of LLL

(2) **To promote lifelong learning and skills development**	All VET stakeholders. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) preparing, organising an international conference on LLL	2003	To accompany the EU Presidencies in 2003; themes draw on Cedefop's MTPs and the follow-up to the Commission communication on LLL **(PI)** Successful link between EU policy and Cedefop's support role
(b) publishing a key reference publication on LLL following this international conference on LLL	early 2004	Report (print and electronic form) **(PI)** Take-up by the policy actors in Europe
(c) a Eurobarometer survey on lifelong learning, analysis and publication of the results	2003-04	Support for the Commission in preparing the survey and publishing the results – including brochure autumn 2003 **(PI)** Stimulate the policy relevance via input into KMS
(d) publishing recommendations regarding ICT-skill profiles and supporting curricular focusing on certain user industries and SMEs and co-organising a final conference on skill profiles and training solutions	4th quarter 2003	Support of conference and close collaboration with ICT stakeholders and social partners; publication (print and electronic form) **(PI)** EU wide consideration for curricula development and recognition of skills
(e) contributing to recommendations for validating the profiles and curricula, the European Level Standards Committee in Informatics (CEN/ISSS)	End 2003	In close cooperation with CEN/ISSS (committee on standards/ information society standardisation system). Make procedural arrangements, involving all relevant stakeholders

		(PI) First European recommendations of profiles, skills and curricula
(f) contributing to the process of upskilling teachers and trainers within key Community policy priority areas (e.g. e-learning, non-formal learning, teacher career opportunities)	2003-05	A series of reports on the impact of ICT on new parameters for the professionalisation of teachers and trainers and on the role of non-formal learning in qualifying teachers and trainers **(PI)** Impact on national strategies for increase of trainer knowledge and performance
(g) supporting the creation of an e-learning observatory, as well as an eSkills Forum together with the European Commission	2003-04	Creation of a virtual community to ensure support of DG EAC as well as DG Enterprise and involvement of all stakeholders **(PI)** Successful management of this far-reaching activity

Good examples of practice

(3) **To provide a review of good examples of practice and enable electronic access**	All VET stakeholders, ensuring integration of candidate countries in cooperation with ETF. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) maintain a thematic database of good examples of practice related to LLL, and other Community-supported activities, integrating candidate countries in cooperation with the ETF	2003-05	In cooperation with the Commission, Eurydice, ETF and other stakeholders and organisations, such as EVTA to create such a database and virtual community; ensure electronic access and dissemination **(PI)** Enrich stakeholders via virtual access to good examples of practice

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(b) exploit and disseminate LDVII programme activities for valorisation purposes, relating in particular to mobility	2003-05	In cooperation with DG EAC **(PI)** Execute the arrangements with DG EAC
(c) extend TTnet and provide an e-learning resource guide for VET professionals, covering all Member States and candidate countries	2003-05	Related to activities under 29 and 4a **(PI)** Successful extension of TTnet to cover all EU countries and increase substantially the involvement of trainers in industry and services and to include the candidate countries

A concerted approach to an open area of VET

(4) **To promote a concerted approach in creating an open area of VET by 2010**	Work in close cooperation with the European Commission and other VET stakeholders. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) organise technical support for the working groups and create virtual platforms on each of the specific vocational education and training priorities laid down in the Resolution on enhanced cooperation and as required in the Concrete Objectives Report • strengthen the European dimension in VET and facilitate and promote mobility • contribute to transparency and to integration of existing instruments into one single framework; facilitate recognition of competences and qualifications and promote transferability	2003-05	Cedefop will support enhanced cooperation in VET and the objectives, process and assist the thematic working groups created by the Commission **(PI)** Contribute effectively to make the Bruges/Copenhagen process and Copenhagen declaration a success. Support will comprise: • support on the content of the working groups via internal and external experts • development, liaison and moderation of virtual platforms with Cedefop's KMS, plus serving the enhanced cooperation process at European level as far as possible via the ReferNet

• deliver support to the development of competences and qualifications at sectoral level by reinforcing cooperation especially involving social partners • contribute to the development of common principles regarding the validation of non-formal learning • promote cooperation in quality assurance • contribute to the identification of learning needs and new competences of teachers and trainers and the e-learning actions • deliver support for policies systems and practices on information, guidance and counselling		• animation, review, evaluation and report writing on the outcomes of the virtual platforms, and/or on the related input content and transversal analyses, based on the thematic categories of the KMS • dissemination of the results to all stakeholders via Cedefop's electronic means • analysing products and eTTnet project; animation, review, evaluation and report writing on the outcomes of the virtual community and content input to the KMS thematic framework **(PI)** Well established cooperation and coordination of relevant activities and high quality input into the working groups and KMS
(b) support the EU concrete future objectives also in the field of mobility	2003-05	Preparatory work has been done and will continue via support of valorisation of mobility at EU level **(PI)** High quality input into the EU work process and Cedefop's KMSa

Activity field 1: reporting in the knowledge management system (KMS)

Cedefop began to develop a systematic approach to reporting on VET policy and action in 2002, with priority given to lifelong learning. To date, the elements of the reporting system have taken a variety of traditional print and new ICT-based forms and have included a number of established Cedefop products (for example, the short descriptions of national VET systems and the Cedefop policy report). Cedefop is now launching the development of a comprehensive, thematic web-based knowledge management system (KMS)

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that brings together both these and all other information and knowledge gathering, processing and dissemination activities at Cedefop into an integrated, transversal resource.

Tasks for 2003

- Using the material provided through ReferNet and other sources, as well as from in-house information resources/databases, implement the KMS thematic classification scheme developed in the latter half of 2002 (in cooperation with the Commission, Eurydice and ETF) so that first blocks of interconnected information and knowledge are accessible to users by the end of 2003; the priority themes are:
  - lifelong learning;
  - ICT and learning;
  - VET funding arrangements.
- Implement a common structure for the short descriptions of national VET systems and prepare hard-copy and electronic short descriptions for:
  - Greece (by June 2003);
  - Italy (by December 2003;
  - regular updating of the reports for other countries.
- Prepare for the next edition of *Key Data on VET* in 2004 within the framework of the new KMS.
- Consolidate cooperation activities between Cedefop, Eurydice and ETF, and between Cedefop and relevant international organisations (such as OECD, ILO, Council of Europe and UNESCO), within the framework of the KMS.
- Launch and disseminate the second Cedefop policy report entitled *Learning for Employment.*
- Prepare two overview reports of major current developments in VET for the DGVT meetings under each EU Presidency (and disseminated through ETV).

Activity field 2: promoting the implementation of lifelong learning

In line with European-level policy priorities, Cedefop's MTP 2003-06 define the overarching objective of promoting a European area of lifelong learning in an enlarged European Union. This objective, therefore, informs all Cedefop's activities for the period but, in addition, special activities will be undertaken to highlight the importance of this thematic priority. Activities have been scheduled to accompany the EU Presidencies in 2003.

Tasks for 2003

- Mounting 3-4 thematic workshops to provide input for LLL conferences. The workshop themes will address specific topics in the following areas, which will be fine-tuned with the European Commission and the Presidencies, adding value to themes not sufficiently covered by other working groups under the objectives process:
  - policy and economic context – improving access, mobility and social inclusion;
  - new pathways and innovative pedagogies, ICT and internationalisation;
  - resourcing frameworks – the social, economic and personal benefits of learning.
- Contributing to an EU/international conference under the umbrella of the Presidencies in 2003 on implementing LLL, followed up by preparation of an international key reference publication.
- Eurobarometer LLL analysis and preparation of short and full reports for print and electronic publication.
- Cooperation with the Career Space consortium for:
  - definition of ICT skills profiles for media/graphics, automotive/ aerospace and banking/finance occupations;
  - curriculum development recommendations for sub-degree skills training in corresponding industries;
  - finalisation of a new website for the targeted occupation and industry sectors (see also Area C, activity field 3).
- Mounting workshops together with CEN/ISSS to validate the ICT skills profiles developed with Career Space for a range of other industries and sectors.
- Follow-up of the TTnet as well as the e-TTnet project supported under the e-learning action plan:
  - in-depth analysis of a sample of innovative practices in e-learning;
  - mapping activities and competences for e-trainers;
  - report on transferring e-learning practices.

Activity field 3: good examples of practice database

At the request of the European Commission, Cedefop has begun to establish the basis for building databases containing good examples of practice in the VET domain, especially in the area of lifelong learning and the activities supported by the Leonardo da Vinci programme and other Community initiatives.

Tasks for 2003

- Begin implementation in cooperation with the Commission services, Eurydice, ETF and other stakeholders such as the European Vocational Training Association (EVTA).
- Develop, animate, review the outcomes of a virtual platform on 'Training of Trainers' enhancing the professionalisation of teachers and trainers,
- Initiate work on developing a database on e-learning resources linked to the European Commission's learning opportunities database and e-learning portal and integrate it into the e-learning Forum.

Activity field 4: a concerted approach to an open area of VET

Cedefop provides varied forms of assistance and support to its stakeholders on request and across a range of issues and tasks. Taken together, this work contributes towards opening up a European area of VET, on which the European Commission seeks to make significant progress by 2010 within the overall framework of the Bruges/Copenhagen process and the future objectives.

Tasks for 2003

- Servicing, supporting through virtual platforms, content analysis, review, report writing and expert support and participating in the working groups and technical groups on:
  - a single transparency framework;
  - a credit transfer system for vocational education and training including reference levels and certification;
  - quality in vocational education and training;
  - promoting lifelong, orientation and guidance;
  - developing common principles for validating lifelong learning;
  - mobility.

- Set up an inventory of practices and a methodology for recognition and validation of non-formal learning in VET, in cooperation with the European Foundation in Dublin and with the social partners on inter-professional and sectoral levels, using virtual platforms for input, exchange and dissemination of knowledge.
- Establish a website with information on European-level instruments to facilitate transparency and recognition of qualifications (in connection with the Bruges/Copenhagen process) in close liaison with the corresponding virtual platform.
- Prepare a report on the roles of different actors engaged in promoting quality in VET in close cooperation with the working groups and the virtual platform.
- Publish a review of career information, guidance and counselling policies in Europe (in cooperation with the OECD) based on KMS material and in the light of further input through the corresponding virtual platform.

Area B financial and human resources (2003)

Staff	A	B	C	D + Local	Total €	2002
Full-time Equivalent	10.25		5.35		1,350,040	1,683,155
KMS-B	3.15		0.25		299,150	
Total Area B staff	13.40		5.60		1,649,190	
Activity field 1: **Reporting in the knowledge management system**					196,724	564,786
Activity field 2: **Promoting the implementation of lifelong learning**					272,536	340,262
Activity field 3: **Examples of good practice database**					368,918	461,115
Activity field 4: **A concerted approach to an open area of VET**					322,562	192,467
KMS-B					191,165	
Total €					1,351,905	1,558,630
Titles 1 + 3					3,001,095	3,241,785

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AREA C

Exchange and supporting partners

This area works to encourage discussion, exchange and mutual learning through managing the Leonardo da Vinci study visits programme on behalf of the European Commission. It also bears special responsibility for coordinating the smooth integration of the candidate countries into Cedefop activities as a whole.

The table shown below indicates the medium-term priorities 2003-06 and their time frame as decided by the management board. It also summarises for this area the target audience, output/method and performance indicators (PI). Concise details of the tasks are described in the activity field following the tables. At the end a budgetary overview is given (for general overview see Annex III).

MEDIUM-TERM PRIORITIES	TARGET AUDIENCE	
LdV II Study Visits programme		
(1) Organise exchange and stimulate a mutual understanding on main themes of common interest	All those responsible for VET policies and their implementation in 31 participating countries. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) manage on behalf of the European Commission the study visits programme of the Leonardo da Vinci II programme	ongoing	In close collaboration with the European Commission and national liaison officers organise study visits **(PI)** Organisational success fully in line with all provisions and contribute to the Bruges/Copenhagen process

The further development of the study visits programme will concentrate on:		
(b) increasing links and synergy with the LdV-II programme		Following the priorities of the LDV II programme **(PI)** Synergy of mutual priority settings
(c) extending management and survey tools for efficient implementation of study visits		Implement new software **(PI)** Robustness of system
(d) involving candidate countries more in the programme		Execute the familiarisation plans (see 2(a) below) **(PI)** Match the milestones of plans and increase the number of participants
(e) facilitating participation of groups such as the social partners for which no other Community programmes exist		Attain results in conformity with the social partner's report on this issue in 2002 (Berlin annual meeting) **(PI)** Increase substantially their participation
(f) diversifying study visits especially in content to meet the specific needs of target groups and to develop the Community's education and vocational training policy priorities		Link to the outcomes of the working groups in the enhanced cooperation process and the work and results of the working groups (see B4) **(PI)** Better matching of, and adaptation to, corresponding policy priorities
(g) promoting networks of study visits participants		

Integrating candidate countries		
(2) **Coordinate and foster the smooth integration of candidate countries into VET policies and Cedefop activities**	All VET stakeholders in the candidate countries. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) implement the familiarisation plan as arranged with the European Commission and in cooperation with the ETF	2003	The familiarisation will be fine-tuned with the ETF. **(PI)** Consistent monitoring of the implementation
(b) report on the familiarisation process and use of the Phare subsidy	2004	Complementarity of the two agencies – joint working group Cedefop-ETF (2 meetings) **(PI)** Increasing synergy
(c) implement the cooperation agreement with the ETF Ongoing	Ongoing	Cooperative working method **(PI)** Improved cooperation and its monitoring. Report to the EP
(d) prepare and follow integration of up to 10 countries into Cedefop	2003-04	Demonstrate the extent and nature of involvement of the candidate countries in Cedefop activities. Report to the management board in March on progress and perspectives.
Support and service to stakeholders		
(3) **Improve the support and service to our stakeholders**	All VET stakeholders as represented in the management board. For more specific links with the strategic objectives see Annex I.	

	Time frame MTP 2003-06	Output/Method – 2003 Performance indicators (PI)
(a) exploit the Leonardo da Vinci Programme activities for valorisation purposes, relating in particular to mobility	Ongoing	Report on mapping of existing mobility programmes and their evaluation; synergy with good examples of practice **(PI)** Stronger involvement of all stakeholders
(b) support the Commission in the valorising the Leonardo da Vinci programme and the preparing new programmes	Ongoing	Strengthening links to national actors/ agencies **(PI)** Direct cooperation with all agencies and their integration in ReferNet
(c) actively encourage national involvement in networks and thematic working parties	Ongoing	Increased use and participation in the KMS and the electronic groups and platforms as well as ReferNet **(PI)** Increase national participation in EU KMS
(d) develop further the use of Cedefop (by the stakeholders) as a platform and tool for action	Ongoing	Integrate the stakeholders into the virtual platform **(PI)** Substantial increase in stakeholders involvements
(e) strengthen links with social partner organisations and social dialogue at different levels	Ongoing	Workshops and specific Study Visits. Upgrading the ETV's social partners house, plan social dialogue at all levels, support in cooperation with the coordinators of the social partners in the management board **(PI)** Establish procedures and ways and means for organised support to the execution of the social dialogue work programme and the common wishes of sectors organisations

Activity field 1: LDV II study visits programme

The study visits programme began in 1985 and has been managed by Cedefop since the beginning. Cedefop administers the programme in close cooperation with national liaison officers in each country, and provides support in developing study visit content, documentation and assisting in training and evaluation. This means that each year sees a regular and recurrent cycle of programme planning, selection and preparation, financial administration and evaluation/review.

Priority themes for 2003 study visits are:

- VET systems and their change or reform in relation to lifelong learning, innovation, quality, recognition and learning regions;
- training needs in SMEs, especially with respect to the rising use of ICT;
- the effects of social dialogue on vocational training;
- the role of universities in vocational training.

Priority tasks for 2003

- Organise study visits for 731 participants.
- Develop further the implemented new web management system.
- Expand participation in study visits for:
  - the social partners;
  - candidate countries.
- Organise one specific study visit on equal opportunities between women and men.
- Strengthen synergy with other actions in the LDV II programme.
- Continue to improve efficiency by associating NLOs to the management and evaluation tools for study visits through working group and web management.
- Encourage the finalisation of the development of participant networks through the new web system and different virtual platforms supporting enhanced cooperation in VET and the objectives process.

Activity field 2: integrating candidate countries

From 1999, bilateral agreements with candidate countries have been drawn up, which enable their full participation in the activities of European agencies working in appropriate domains, including Cedefop, which will receive a special Phare subsidy to facilitate the familiarisation process from 2003. The work of this activity field, which is carried out in particularly close cooperation with ETF, is a transversal priority for Cedefop as a whole.

The main tasks will include candidate countries in the following Cedefop activities:

- **Area A:** Developing research:
  - third research report;
  - early identification of skill needs;
  - work-related learning (Cedra);
  - qualifications level structure ;
  - European journal;
  - Agora.
- **Area B:** Reporting and facilitating a concerted approach:
  - lifelong learning;
  - key data indicators;
  - quality in VET;
  - transparency of qualifications, recognition and valuing learning;
  - guidance and counselling;
  - teachers and trainers network (TTnet).
- **Area C:** Exchange and supporting partners:
  - community study visits programme;
  - social dialogue.
- **Area D:** Information, communication and dissemination:
  - European training village;
  - e-learning;
  - publications;
  - exhibitions;
  - documentation.

Priority tasks for 2003

- Assuring a two-way information and exchange flow between candidate countries and Member States:
  - including items about and for candidate countries in the ETV and e-learning database; participation in European-level conferences (Cedefop in candidate countries, candidate countries at Cedefop);

  - improved dissemination of Cedefop reports and documentation in candidate countries;
  - higher levels of participation in the study visits programme by candidate countries (as participants and hosts).
- Working towards integration of candidate country stakeholders into:
  - Cedefop's KMS: ReferNet, Cedra/ERO, good practice databases and TTnet;
  - European-level processes and mechanisms for improving transparency and recognition (national reference points of qualification, common European guidelines and instruments, concerted approach to recognising non-formal learning);
  - activities of the social dialogue, including in connection with the European Foundation in Dublin and with the follow-up on *Action framework for the lifelong development of competences and qualifications* (social dialogue).
- Inclusion of stakeholders in candidate countries into the workings of Cedefop's virtual platforms.
- Conducting in-house staff training as preparation for the integration of candidate countries in all Cedefop activities.

Activity field 3: support and service to stakeholders

Cedefop acts here as a tool at the disposal of the ongoing development of European-level VET policy, cooperation and dialogue. Cedefop works to support the European Commission on the basis of an annually reviewed memorandum and to support the social partners in a range of ways.

Priority tasks for 2003

- Support the enhanced cooperation in VET as indicated in Area B activity field 4, extensively using the virtual platforms.
- Conduct a study to map existing mobility programmes as a contribution to planning for the next generation of Community programmes.
- Evaluate the final reports of mobility projects under LDV II.
- Define quality criteria for evaluating the impact of mobility projects.
- Servicing, supporting through virtual platforms, content analysis, review, report writing and expert support and participating in the working groups and technical groups.
- Contribute to the implementation of the LDV II valorisation action plan, including in the field of transparency.

- Strengthen links with social partner organisations (working groups, social partners house, follow-up of the Brussels seminar 2002, enlargement to candidate countries, support to the study visits programme).
- Developing competences and qualifications at sectoral level (if such a group is established).
- Organise a seminar in Turin together with ETF during the Italian Presidency to define practical support to the implementation of the work programme of the European social partners 2003-05 related to enlargement.
- Contribute to concerted action in some sectors such as tourism where DG Enterprise is requesting support for which they will make the necessary funds available in 2003- 2004.

Area C financial and human resources (2003)

Staff	A	B	C	D + Local	Total €	2002
Full-time Equivalent	2.90	1.00	5.50		802,080	561,255
KMS-C	0.50				41,150	
Total Area C staff	3.40	1.00	5.50		843,230	
Activity field 1: **LDV II Study Visits Programme**					1,227,089	1,165,625
Activity field 2: **Integrating candidate countries**					20,486	
Activity field 3: **Support and service to stakeholders**					127,700	193,600
KMS-C					1,770	
Total €					1,377,045	1,359,225
Titles 1 + 3					2,220,275	1,920,480

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AREA D

Information, communication and dissemination

Area D comprises the publications and dissemination, press and public relations, European Training Village (ETV), library and documentation service, editing and translation services, and the Brussels office. It supports the work of other areas and aims to secure high quality publications and electronic services and ensure the visibility and awareness of Cedefop among a wide and diverse public.

The table shown below indicates the medium-term priorities 2003-06 and their time frame as decided by the management board. It also summarises for this area the target audience, output/method and performance indicators (PI). Concise details of the tasks are described in the activity field following the tables. At the end a budgetary overview is given (for general overview see Annex III).

MEDIUM-TERM PRIORITIES	TARGET AUDIENCE	
Publications and dissemination		
(1) **Organising effective dissemination of high quality hard-copy and electronic publications within the knowledge management system**	All VET stakeholders and European citizens interested in VET. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) review Cedefop's publications policy to meet better the needs of stakeholders	2004	Master plan for a revised publications strategy **(PI)** Introduction of a monitoring system using a set of criteria
(b) develop common structures for providing different types of information	2003	Finalise structure for processing and dissemination **(PI)**

		Successful implementation of new process
(c) personalised information access to reporting, research and good practice with flexible dissemination possibilities	2004	Implementation of individual and group access to, and dissemination of, KMS products **(PI)** Increase access and number of interested users
(d) develop a system of quality control	2003	Application of quality control guidelines **(PI)** Successful testing of applied guidelines
Raising visibility and use of European Training Village		
(2) **Raising the visibility of Cedefop and its products and services**	All VET stakeholders and European citizens interested in VET. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) identify more specifically the needs and interests of stakeholders for our products and services	Ongoing	Delivery of thematic and transversal products in a more targeted way **(PI)** Measure the success of meeting the users requirements
(b) improve and create synergy in Cedefop's various news services, ensuring all stakeholders can profit from our services	2003	Concerted ICT solutions in Cedefop and for its partners **(PI)** Successful installation of a Cedefop news website
(c) increase the use of the ETV and double the number of registered users	by 2005	Stimulate further interactivity, exchange and enrichment of KMS. **(PI)** Increase users by 30%

(d) increase substantially subscriptions to the European Journal	Ongoing	Increase subscribers by 10% and pay special attention to under-represented Member States and the candidate countries **(PI)** Measure intended increase
(e) improve dissemination and accessibility to Cedefop's products and services by developing an e-commerce facility	Spring 2004	Reaching an increasing number of stakeholders and VET-interested citizens, especially companies which are the main users of our electronic media **(PI)** Measure intended increase
(f) a series of targeted coordinated promotion activities will be carried out linking Cedefop's participation at conferences, fairs and exhibitions with promotion of specific new publications or services – including active support for activities organised in EU Presidency conferences	2003-05	Actively support activities organised in EU presidency countries in good harmony with the management board members **(PI)** Measure increases in Cedefop's visibility indicators
(g) secure more extensive press coverage of Cedefop activities and vocational education and training issues by establishing closer contact with journalists	2003-05	Provide one dedicated electronic support tool for the media **(PI)** Measure use of Cedefop's news website
Databases and Refernet within KMS		
(3) **Facilitate database management and run ReferNet**	All VET stakeholders and European citizens interested in VET. For more specific links with the strategic objectives see Annex I.	

	Time frame MTP 2003-06	Output/Method – 2003 Performance indicators (PI)
(a) extend the network to cover the candidate countries and subsequently integrate formally new Member States	2003-05	In close cooperation with ETF and with the financial support of Phare prepare the candidate countries for integration in 2004 Launch the call to identify national consortium leaders in the candidate countries to be operational in 2004. **(PI)** Successful incorporation of four candidate countries into ReferNet providing bibliographical information.
(b) develop close links with education within the network	2003-04	Strong cooperation with DG EAC, Eurydice and national bodies to organise integration into ReferNet **(PI)** Develop an efficiently working electronic tool for improving cooperation.
(c) develop electronic working tools for ReferNet and stimulate a well-run fabric of learning in the European Union	2003	Set up a number of extranets **(PI)** Increase of actively involved user groups

Activity field 1: dissemination and publications

Cedefop's dissemination and visibility actions are taken forward by the publications and dissemination service, supported by press and public relations. The service is responsible for the technical production of Cedefop's periodical and non-periodical publications and promotional material. It is also responsible for the Cedefop website. It maintains an online news service (trainingnews-online) about Cedefop's activities and products. In 2003, some 17 reference and 12 panorama titles will be produced.

This service also coordinates Cedefop's presence at conferences, fairs and exhibitions, as well as specific promotional activities for specific publications or events. The goal is to establish Cedefop as the authoritative information source on vocational education and training in Europe and raise

its profile with stakeholder communities. Many of these activities require the continuous capacity to provide rapid, reliable and quality throughput of products into the public domain – the press/media, publishing and review circuits, scientific and policymaking readerships.

Translation is carried out by the translation service partly in-house and partly through an external network, with texts being subsequently revised. It is complemented by an English-language editing facility and terminology support. The vocational education and training thesaurus and glossaries are maintained. The service is responsible for translating, as required, Cedefop's publications, publicity material, texts for the websites and other working documents.

Cedefop's Brussels office maintains good working relations with the European institutions and relevant European groupings on site in Brussels. Because of the new demands from the enhanced cooperation and the objectives process for more intensive support, the office will be reinforced. It will continue to receive visitors, respond to requests for information and host Cedefop meetings.

Priority tasks for 2003

- Continue implementation of *Raising Cedefop's Visibility: promotion and marketing of Cedefop's products and services* (March 2002), including in particular the following elements:
  - individual promotion strategy for each Cedefop key reference publication (print and electronic publicity via Cedefop's information and news channels);
  - high-profile promotion campaign for selected Cedefop products (multi-language press release, press reviews and advertising, speaking slots at relevant conferences);
  - improving press and public relations on a broad front (journalists' website and network, visits to Cedefop by journalists, exhibitions and cultural events in the Cedefop Gallery);
  - making Cedefop product purchase easier and testing on-line ordering systems (e-commerce concept);
  - introducing indicators to monitor rising visibility (number of journal subscriptions, website use rates, publications sales figures, citations of Cedefop publications/reports, user surveys, press coverage);
  - official meetings and professional conferences held at Cedefop (or with Cedefop's active participation) to accompany the Greek EU Presidency.
- Re-design the Cedefop website in line with Cedefop's corporate image.
- Put on-line a news and events database.

Activity field 2: raising visibility and use of the European Training Village

The ETV is an interactive platform. It is increasingly used as a meeting point for all vocational education and training stakeholders for the exchange of knowledge and experience with associates in the EU and beyond. Among the information services it provides are access to Cedefop's documentation and library service, Cedra and TTnet, a monthly electronic newsletter, the e-learning website and on-line surveys.

This platform is now scheduled to evolve towards becoming the anchoring facility for Cedefop's KMS.

Priority tasks for 2003

- Establish the technological platform for the KMS.
- Raise ETV user rates generally by 30% and raise the profile of candidate countries' presence in, and use of, the ETV
- Organise jointly managed areas of electronic activity with the European social partners;
- Put online the following databases:
  - lifelong learning;
  - a pilot database for experts, papers and projects in Cedra (the Cedefop research arena);
  - common certificates.
- Host the Career Space.
- Enhance the user management system.
- Enhance the ETV homepage.
- Implement the procedure for providing specific information resources for the candidate countries.
- Conduct on-line surveys.
- Consolidate the regular publication of a quarterly e-learning electronic newsletter and strengthen the awareness and application of learning technology standards and specifications.

Activity field 3: databases and ReferNet within the KMS

In 2002, the decision was taken to reorganise Cedefop's existing systems for collecting, storing, analysing and disseminating information on vocational education and training into a new coordinated system of national consortia, which is called the ReferNet network (See Annex VIII). ReferNet collects and updates on-line databases and information services, provides overviews of vocational education and training systems and policy developments, and contributes towards the development of a concerted approach to research in this field. Each national consortium is made up of representative vocational education and training organisations and institutions http://www.cedefop.eu.int/directory.asp?refernet

ReferNet is an indispensable pillar for delivery of information to be processed within the transversal KMS. The information received will be reviewed, edited and analysed in-house to prepare the material for open access dissemination both in its original form and in the form of transversal, integrated thematic analyses (see also Area B - Activity field 1).

The ReferNet network is managed by the library and documentation service. The library's principal objective is to acquire, process and disseminate printed and electronic materials on vocational education and training. The service also manages a series of databases, the major one being VET-Bib containing over 39 000 references to published and electronic material on vocational education and training as well as links to other libraries. The library and documentation service also oversees the development and deployment of web based technologies for Cedefop's e-media services.

Priority tasks for 2003

- Set up a solid basis for administering, managing and animating the ReferNet.
- Start a number of extranets within the ReferNet and open up the network to the world of education.
- Integrate existing library and documentation facilities fully into KMS (including VET-Bib, European training thesaurus, digital library and bookshop).
- Assure certification at ISO 9001 standard on library and documentation quality management.
- Arrange for Europe's major citation databases to include Cedefop publications.

Area D financial and human resources (2003)

Staff	A	B	C	D + Local	Total €	2002
Full-time Equivalent	10.15	14.25	11.00		2,107,455	1,486,120
KMS-D		1.50	0.50		124,200	
Total Area D staff	10.15	15.75	11.50		2,231,655	
Activity field 1: **Dissemination and publications**					610,749	659,717
Activity field 2: **The European Training Village (ETV)**					449,587	420,347
Activity field 3: **Databases and ReferNet within the KMS**					442,234	525,446
KMS-D					95,355	
Total €					1,597,925	1,605,510
Titles 1 + 3					3,829,580	3,091,630

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AREA E

Directorate and Administration, facilities and resources

The work of this area provides the infrastructure for the Centre's efficient operation and is responsible for administrative, financial, contractual/legal and staffing issues; IT/telecommunications support; maintenance and security of the buildings and in-house services; and training and social welfare. The Directorate executes the strategic aims agreed by the management board, prepares and monitors the annual work programmes, and is responsible for staff management.

The table shown below indicates the medium-term Priorities 2003-06 and their time frame as decided by the management board. It also summarises for this area the target audience, output/method and performance indicators (PI). Concise details of the tasks are described in the activity field following the tables. At the end a budgetary overview is given (for general overview see Annex III).

MEDIUM-TERM PRIORITIES	TARGET AUDIENCE	
Implementation of Management Board decisions		
(1) **Implement Management Board decisions concerning:**	Management board and Cedefop staff. For more specific links with the strategic objectives see Annex I.	
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) medium-term priorities, annual work plans and reporting to the Bureau and the Management Board	Ongoing	Annual progress reports **(PI)** Increase efficient reporting
(b) improve working methods and Cedefop's visibility	Ongoing	Demonstrate enhanced cross-area cooperation **(PI)** Measure synergy and reduction of overlap

(c) the action plan as follow-up of the external evaluation	2003	Progress report to the European Parliament **(PI)** Demonstrate successful implementation of decided activities
(d) the process for finding a new directorate	2003-04	Survey procedure as foreseen **(PI)** Keep track of all procedural milestones
(2) **Improving internal efficiency and effectiveness**		
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) implement administrative reforms and the new financial regulation	2003-04	Progress report in concertation with the Staff Committee **(PI)** Monitoring system to check gradual but complete implementation
(b) consider activity-based budgeting and activity-based management	2003	Ground prepared but further analysis needed also in view of the new financial regulation **(PI)** Monitoring system to validate successful implementation
(c) increase external funding and coordinated use of EU programmes within the limits laid down by the Management Board	Ongoing	Action in follow-up to earlier notes in management board **(PI)** Check relevance and feasibility
(d) work on quality of Cedefop's products and services	Ongoing	Progress report on indicators of rising quality **(PI)** Establish monitoring system for quality

Preparation for enlargement		
(3) **Prepare the administrative and practical integration of the candidate countries:**		
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) adapt and extend the present building and facilities	2003-04	With support of the Greek Administration, conduct feasibility study on extension to building **(PI)** Launch analysis of proposals and start execution
(b) update the internal rules of procedure and modes of functioning in line with the Council decisions on increased efficiency and effectiveness in the light of enlargement	2003-04	Implement changes in the founding regulation in our way of working **(PI)** Take up of management board proposals
Evaluation of Cedefop's work		
(4) **to prepare the next external evaluation:**		
	Time frame MTP 2003-06	**Output/Method – 2003 Performance indicators (PI)**
(a) the next external evaluation might be planned for 2006 and prepared in 2005	2005	
(b) define clear outcomes for the annual work plans to facilitate future evaluation	Ongoing	Annual progress reports on each year's work programme **(PI)** Apply plus/minus evaluation methods

Activity field 1: implementation of management board decisions

The Director is responsible for executing the management board's decisions and for the preparation of, and follow-up to, its meetings; and for day-to-day management of the Centre, including all staffing matters. The Deputy Director represents the Director when absent, holding particular responsibility for Areas A, B and C (with respect to the candidate countries and support for valorisation).

Priority tasks for 2003

- Develop better information and management tools for the management board to improve monitoring of the implementation of the medium-term priorities 2003-06.
- Ensure clear links between medium-term priorities (the overarching objective, the strategic objectives and priorities for work), the annual work programme and its execution, including bringing the individual work plans of Cedefop's staff into full harmony with the area programming.
- Gradually establish a monitoring progress and reporting system, notably as far as measurable output in quantitative and qualitative terms is concerned.
- Strengthen the internal cross-area cooperation to ensure synergy and efficiency based on 'management by objectives' principles.
- Develop the administration of the Centre into a service department that, based on clear rules and procedural guidelines, enables and supports staff to execute their administrative, contractual and financial responsibilities to a consistent and high standard of professional performance.

Activity field 2: improving internal efficiency and effectiveness

The action plan, which is based on the recommendations of the Cedefop evaluation report (November 2001), aims to improve internal efficiency, including in particular: the Centre's management and administrative organisation; staff recruitment and professional development; human and financial resource allocation; the communication of information and decision-making; and the introduction of quality assurance measures. Implementation of the action plan began in 2002 with an organisational restructuring into five areas and the internal appointment of coordinators for areas A, B, C and D.

Implementation will continue in 2003, with particular attention given to translating the provisions of administrative reform and the new financial regulations into practical solutions appropriate for the Centre.

Priority tasks for 2003

- Increasing efficiency through sustained coordination and improvement of corporate identity and spirit.
- Define clear sets of priorities for the foreseen work activities, in corresponding balance with financial and human resources.
- Streamline and simplify the Centre's administrative and financial management, including encouraging a culture of service and quality.
- Strengthen the corporate training plan to cover the Centre's skill needs, particularly in relation to ICT and management skills, as the European reference centre for VET of the highest possible quality standard.
- Gradual integration of activity-based budgeting and, especially, activity-based management, into the Centre's internal decision-making processes.

Activity field 3: preparation for enlargement

The gradual integration of candidate countries into Cedefop's work agenda has already begun and will be strengthened in 2003 – a crucial year for the transitions – to ensure familiarisation with all Cedefop activities and with the European VET policy agenda. Priority tasks are laid out under Area C, activity field 2. Their effective implementation also depends on appropriate general administrative adaptation and support.

Priority tasks for 2003

- Develop a scenario for the extension of Cedefop's headquarters in Thessaloniki to ensure capacity to respond to integration of the candidate countries and staff numbers.
- Seek close cooperation and concertation with the competent authorities in the EU as well as in the Greek Administration.
- Prepare recommendations/solutions to cover future requirements.
- Prepare suggestions for the adaptation of governing rules for the efficient functioning of Cedefop's management and procedural structures.

Activity field 4: evaluation of Cedefop's work

Regular evaluation cycles are a key element of the continuous drive to improve the quality of Cedefop's performance. Evaluation quality criteria must include ways to assess the quality of the outcomes of the work carried out in all areas and at all levels of the organisation, whether in quantitative or qualitative terms according to the nature of the outcome. Appropriate validation and valorisation instruments will be diverse, but their development and application is an essential tool for reaching and maintaining Cedefop's aim to be the reference centre for VET in Europe in all its operating areas (research, reporting, exchange/support and information/ communication) and through its integrative knowledge management system.

Priority tasks for 2003

- Place particular emphasis on the development of evaluation strategies with respect to planned outcomes.
- Introduce a revised system of regular reporting on work foreseen and carried through, and giving particular emphasis to preparing the annual progress report in good time.

Area E financial and human resources (2003)

Staff	A	B	C	D + Local	Total €	2002
Full-time Equivalent	10.40	8.00	7.50	14.00	2,630,070	2,240,545
KMS-E	060				61,730	
Total Area E staff	11.00	9.00	7.50	14.00	2,691,800	
Activity field 1: **Implementation of Management Board decisions**						
Activity field 2: **Improving internal efficiency and effectiveness**						
Activity field 3: **Preparation for enlargement**						
Activity field 4: **Evaluation of Cedefop's work**						
KMS-E					2,115	
Total €					414,075	317,540
Titles 1 + 3					3,105,875	2,558,085

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ANNEX I

Links between the strategic Objectives 2003-06 and the activities of the Areas for 2003

The following shows the links between the priority topics and issues contained in the medium-term priorities 2003-06 and the activities of the individual areas in the 2003 work programme. The transversal activity 'knowledge management system' is taken up in all areas.

Area A – developing research

The activities in Area A correspond in particular to the following strategic objectives and priority issues in the MTP 2003-06:

- strategic objective 1 (improving access to learning, mobility and social inclusion):
  - early identification of skill needs;
- strategic objective 2 (enabling and valuing learning):
  - generic skills and key competences;
  - learning conducive working environments, human resource developments and learning organisations;
- strategic objective 3 (Supporting networks and partnerships in an enlarged EU):
  - support the enhanced cooperation and objectives process;
  - improvement of quality in education and training;
  - coordination of education and training in all learning settings at national, regional and company levels;
  - facilitation of a thematic knowledge management system (KMS) including integrative and innovative analyses;
- improving services and access:
  - raising the visibility of the EJVT and improving the production process
  - integration of CEDRA/ERO into the knowledge management system.

Area B – reporting and facilitating a concerted approach

Cedefop's overarching objective to promote a European area of lifelong learning (LLL) in an enlarged European Union is accorded special attention in Area B's activities, which are also particularly closely associated with developing Cedefop's knowledge management system. In addition, the activities shown above respond in particular to the following priority topics and issues in the MTP 2003-06:

- strategic objective 1 (improving access to learning, mobility and social inclusion):
  - support the enhanced cooperation and the objectives process;
  - motivation to learn, barriers to access and benefits of learning;
  - evaluation methods and standards for occupational and sector specific ICT skills profiles;
  - contributing to a new European-wide approach to guidance and counselling;
- strategic objective 2 (enabling and valuing learning):
  - ICT skills and learning;
  - innovative curricula and new methods of teaching and learning;
  - facilitating transparency and recognition of learning of all kinds;
  - reshaping occupational and competence profiles for professional educators and trainers;
- strategic objective 3 (supporting networks and partnerships in an enlarged EU)
  - facilitation of a thematic knowledge management system including integrative and innovative analyses;
  - development and dissemination of comparative EU statistics;
  - transnational perspectives on trends, challenges and problems within the framework of KMS;
  - collation and dissemination of good examples of practice;
- improving services and access:
  - strengthened cooperation with European and international organisations (Eurydice, ETF,OECD, UNESCO, CoE, ILO);
  - enhanced synergy with, and support for, European Commission policy-making, programmes and initiatives.

Area C – exchange and supporting partners

Cedefop's overarching objective of promoting a European area lifelong learning in an enlarged EU is accorded special attention in Area C's activities which are particularly closely associated with working towards greater synergy with the LdV II programme as a laboratory of innovation. In addition, the activities shown above respond in particular to the following priority topics and issues in the MTP 2003-06:

- strategic objective 1 (improving access to learning, mobility and social inclusion):
  - developing a better appreciation of mobility as a multi-faceted resource;
- strategic objective 2 (enabling and valuing learning):
  - work-related learning and human resource development with specific reference to SME's;
- strategic objective 3 (supporting networks and partnerships in an enlarged EU)
  - support the enhanced cooperation and the objectives process;
  - cooperation and partnership through the social dialogue with and between the social partners;
  - coordinated approach to education and training activities;
- improving services and access:
  - strengthen synergy with and support for the LdV II programme;
  - facilitate smooth transition and integration of candidate countries into all Cedefop activities including the thematic knowledge management system,
  - staff professional development in the context of enlargement,
  - ensure useful and high-quality service to stakeholders.

Area D – information, communication and dissemination

The activities indicated above respond in particular to the following priority topics and issues in the MTP 2003-06 and in the action plan following the Cedefop evaluation in 2001:

- strategic objective 1 (improving access to learning, mobility and social inclusion):
  - motivation for learning and barriers to access;
  - early identification of skill needs;
- strategic objective 2 (enabling and valuing learning):
  - ICT skills and e-learning;
- strategic objective 3 (supporting networks and patnerships in an enlarged EU):
  - facilitating a thematic and electronic knowledge management system (ETV and ReferNet);
- Improving services and access:
  - support the enhanced cooperation and the objectives process;
  - continue implementation of raising Cedefop's visibility on a broad front;
  - provision of useful high-quality products and services to its stakeholders;
  - facilitate smooth transition and integration of candidate countries into information, communication and dissemination activities.

Area E – directorate and administration, facilities and resources

The work of Area E is not of a thematic nature and therefore it is not appropriate to draw links to the MTP strategic objectives. The efforts of Area E are all directed towards improving the quality of services and access through the implementation of the action plan's recommendations with respect to organisation, management and administration of the centre, as shown above.

ANNEX II

Cedefop support for enhanced cooperation in European vocational education and training

Overarching activity: development of a European Knowledge Management System on VET supported by the establishment of virtual communities of research, policy and practice.

In line with political initiatives in vocational education and training, the concrete objectives report, the Bruges Process, the Council Resolution and the Copenhagen Declaration of November 2002, Cedefop in its activities in 2003 will offer practical support to achieving the goals laid down.

In 2002, foundations were laid for a European knowledge management system (KMS) in vocational education and training to provide stakeholders with a dynamic source of information on all aspects of education and training. The Cedefop ReferNet, national consortia working in the field, will play a leading role in ensuring a European repository on research, reporting and best practice. In 2003 this network will become fully operational and extended with a view to including some candidate countries prior to accession in 2004.

KMS requires a concerted approach from partner organisations and institutions. Discussions with Directorate-General Education and Culture, Eurydice and the European Training Foundation sought a consensus on the structure and content of the KMS. A joint steering committee of these bodies and institutions, including expertise from Cedefop's Management Board, will steer its development in 2003 and beyond. Contacts have been made to ensure synergy with national knowledge management initiatives in many Member States. A quality monitoring group will be set up involving internal and highly qualified external expertise to ensure best quality output.

In Cedefop, this reorientation has organisational implications. In the working areas, mechanisms are in place to ensure processing of content and quality control from the various sources of input. Liaison officers in the areas coordinate with experts to produce comparable up-to-date information and by reviewing and analysing it, provide a European added value. Up to ten full-

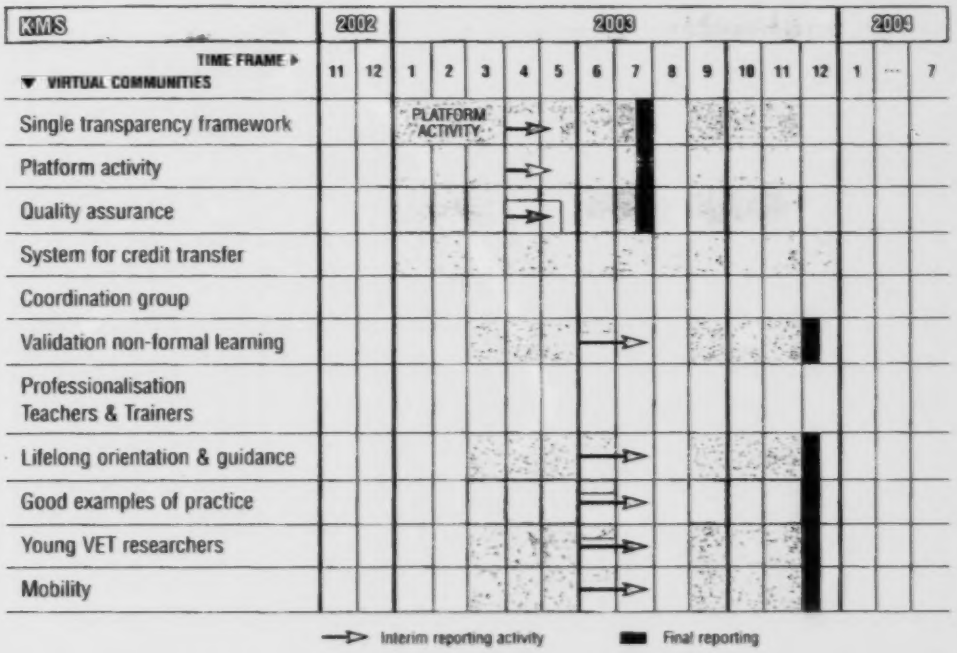
time equivalent staff in Cedefop will be devoted to these activities in 2003. Additional expertise for reviewing, analysing and editing the comparative transversal products will be brought into Cedefop equivalent to 9 full-time staff for this work.

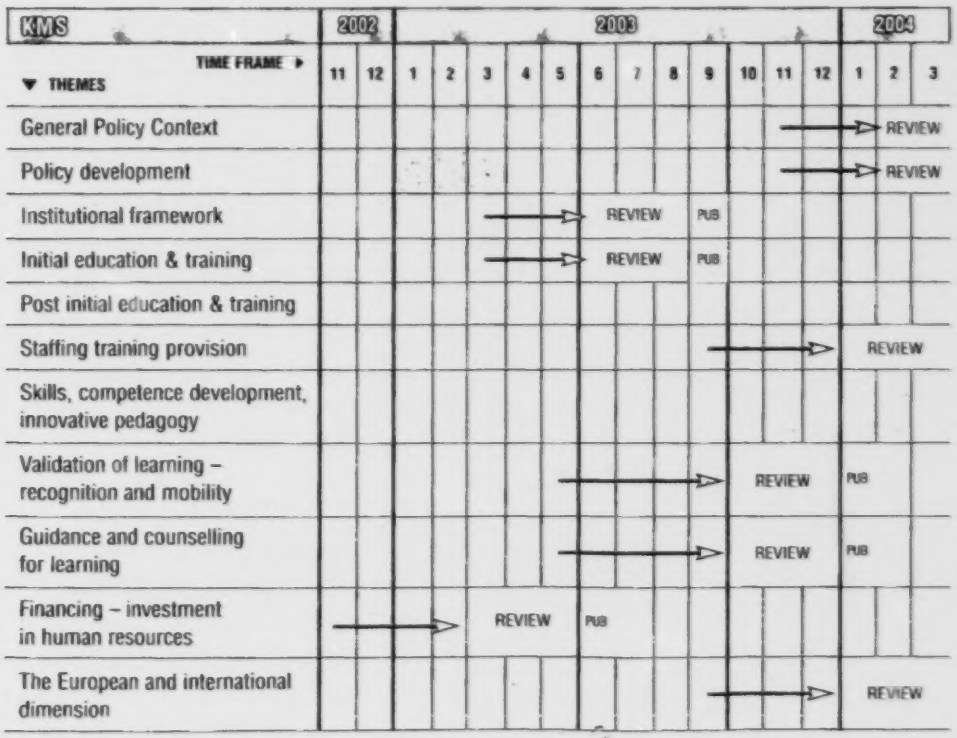
Initial milestones have been set for the KMS. The 11 overall themes will be successively processed resulting in a fully operational KMS by July 2004. Initial output will be thematic overviews covering all the themes in June 2003, updated by the end of the year. Work on the specific themes in 2003 will focus on funding and investment followed by initial and continuing training structures.

In-house work will ensure full interoperability of our databases available through the European Training Village with the new structured approach in the KMS ensuring access to "legacy" resources through an integrated system and single user interface.

At the request of the European Commission, Cedefop will support the technical working groups set up at European level to progress specific issues. Initially in the area of transparency, quality, career guidance and credit transfer Cedefop will also provide virtual communities for the groups to collaborate and make their conclusions known to a wider audience. This requires close cooperation between the European Commission (DG EAC) and Cedefop. An additional six virtual communities will be set up during 2003. These groups will focus on non-formal learning, good practice, training of trainers, mobility, eSkills and the young researchers community. The published conclusions and results of the technical working groups will be included in the KMS. Cedefop will and consolidate the extended virtual groups and nurture these virtual communities of practice.

All activities in the 2003 work programme are individual components of Cedefop's overall support for implementation of the Council Resolution of 12 November 2002 and the Copenhagen Declaration of 30 November 2002 and as a practical contribution towards attaining the goals of the Concrete Objectives Report on education and training systems by 2010.





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ANNEX III

Cedefop – Total cost per task in 2003

EXPENDITURE (in 1000€, rounded figures)	Title 1 Staff cost		Title 2 Administr. expenditure		Share of T1+T2 (in %)		Title 3 Operational expenditure incl. Transl.		TOTAL		Share of Total (in %)	
	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002
OPERATIONAL TASKS												
Developing Research	849	1068	97	130	9.7	14.7	897	987	1843	2185	11.9	15.6
Reporting and Facilitating a Concerted Approach	1350	1683	156	240	15.4	23.5	1161	1559	2667	3482	17.2	24.9
Exchange & Supporting Partners	802	561	94	89	9.2	8	1375	1359	2271	2009	14.6	14.3
Information, Communication & Dissemination	2107	1486	384	267	25.6	21.4	1503	1606	3994	3359	25.7	24.0
KMS (transversal activity)	785		89		9.0		429		1303		8.4	
TOTAL OPERATIONS	5893	4798	820	726	68.9	67.6	5365	(5511)	12078	11035	77.8	78.8
SUPPORT SERVICES												
Administration, Facilities and Resources	2061	1792	345	362	24.7	26.4	323	283	2729	2437	17.6	17.4
Management (Directorate)	569	448	54	45	6.4	6.0	89	35	712	528	4.6	3.8
TOTAL SUPPORT	2630	2240	399	407	31.1	32.4	412	(318)	3441	2965	22.2	21.2
								(5829)				
GRAND TOTAL	**8523**	**7038**	**1219**	**1133**	**100.0**	**100.0**	**5777**	**5452**	**15519**	**14000**	**100.0**	**100.0**

General remark: There is only a limited degree of comparability of the different titles between 2003 and 2002 due to the change of the structure of Medium-Term Priorities and the Work Programme in general and to the introduction of the Knowledge Management System in particular.

Overview of the projects and the financial and human resources

No	Title of projects/activities	Total staff costs (Title 1)*	Operational part of Title 1 (missions, representation expenses)	Operational (Title 3) (Contracts, meetings, publ.) Cedefop budget	Operational Expend. (Title 3) PHARE contribution	Total Title 3	Total operat. (part of Title 1 + Title 3)
1.1	Cedefop Research Arena (Cedra) & ERO	321 165	6 069	170 000	10 000	180 000	186 069
1.2	Research report	252 583	4 902	230 000	30 000	260 000	264 902
1.3	European journal vocational training	177 330	2 761	335 000	9 000	344 000	346 761
1.4	Agora Thessaloniki	97 982	2 133	85 000	12 000	97 000	99 133
	Total 'Developing research'	**849 060**	**15 865**	**820 000**	**61 000**	**881 000**	**896 865**
2.1	Reporting in the KMS	319 089	6 724	170 000	20 000	190 000	196 724
2.2	Promoting the implementation of LLL	282 756	7 536	240 000	25 000	265 000	272 536
2.3	Examples of good practice database	284 760	8 918	300 000	60 000	360 000	368 918
2.4	Concerted approach to an open VET area	463 435	13 562	275 000	34 000	309 000	322 562
	Total 'Reporting and facilitating a concerted approach'	**1 350 040**	**36 740**	**985 000**	**139 000**	**1 124 000**	**1 160 740**
3.1	Community study visits programme	550 475	6 089	1 075 000	146 000	1 221 000	1 227 089
3.2	Candidate countries	136 009	5 486	15 000		15 000	5 501
3.3	Support to stakeholders	115 596	2 700	95 000	30 000	125 000	2 825
	Total 'Exchange & supporting partners'	**802 080**	**14 275**	**1 185 000**	**176 000**	**1 361 000**	**1 375 275**
4.1	Dissemination and visibility	1 038 765	50 749	510 000	50 000	560 000	610 749
4.2	Electronic media	449 512	19 587	430 000		430 000	449 587
4.3	Databases and REFER within KMS	619 178	17 234	425 000		425 000	442 234
	Total 'Information, communication and dissemination'	**2 107 455**	**87 570**	**1 365 000**	**50 000**	**1 415 000**	**1 502 570**
	Total 'Knowledge management system (KMS)'	**784 795**	**29 090**	**400 000**		**400 000**	**429 090**
5.1	Implementing MB decisions						
5.2	Improving internal efficiency						
5.3	Preparing for enlargement						
5.4	Evaluation of Cedefop's work						
	Total 'Directorate, Administration, facilities and resources'***	**2 630 070**	**66 960**	**345 000**		**345 000**	**411 960**
	GENERAL TOTAL (1) (2) (3)	**8 523 500**	**250 500**	**5 100 000**	**426 000**	**5 526 000**	**5 776 500**

	Total Titles (1+3)	Total running costs (Title 2)**	GENERAL TOTAL (Titles 1,2,3)	% Total budget	PERSONNEL					% Total staff
					A	B	C	D	Total	
	507 234	41 432	548 666	3.54	1.65		2.50		4.15	3.40
	517 485	28 515	546 000	3.52	1.35		1.50		2.85	2.34
	524 091	19 497	543 588	3.50	0.75		1.20		1.95	1.60
	197 115	7 921	205 036	1.32	0.60		0.20		0.80	0.65
	1 745 925	**97 365**	**1 843 290**	**11.88**	**4.35**		**5.40**		**9.75**	**7.99**
	515 813	39 483	555 296	3.58	1.85		2.10		3.95	3.24
	555 292	33 512	588 804	3.79	2.10		1.25		3.35	2.75
	653 678	32 415	686 093	4.42	2.50		0.75		3.25	2.66
	785 997	50 450	836 447	5.39	3.80		1.25		5.05	4.14
	2 510 780	**155 860**	**2 666 640**	**17.18**	**10.25**		**5.35**		**15.60**	**12.79**
	1 777 564	65 926	1 843 490	11.88	0.90	0.70	5.00		6.60	5.41
	141 510	15 475	171 970	1.11	1.25	0.30			1.55	1.27
	118 421	12 429	255 725	1.65	0.75		0.50		1.25	1.02
	2 177 355	**93 830**	**2 271 185**	**14.64**	**2.90**	**1.00**	**5.50**		**9.40**	**7.70**
	1 649 514	218 739	1 868 253	12.04	8.15	6.00	5.75	2	21.90	17.95
	899 099	69 947	969 046	6.24		5.50	1.50		7.00	5.74
	1 061 412	94 929	1 156 341	7.45	2.00	2.75	3.75	1	9.50	7.79
	3 610 025	**383 615**	**3 993 640**	**25.73**	**10.15**	**14.25**	**11.00**	**3**	**38.40**	**31.48**
	1 213 885	**89 445**	**1 303 330**	**8.40**	**6.70**	**1.50**	**0.75**		**8.95**	**7.34**
	3 042 030	**398 485**	**3 440 515**	**22.17**	**10.40**	**8.00**	**7.50**	**14**	**39.90**	**32.70**
	14 300 000	**1 218 600**	**15 518 600**	**100.00**	**44.75**	**24.75**	**35.50**	**17**	**122**	**100.00**

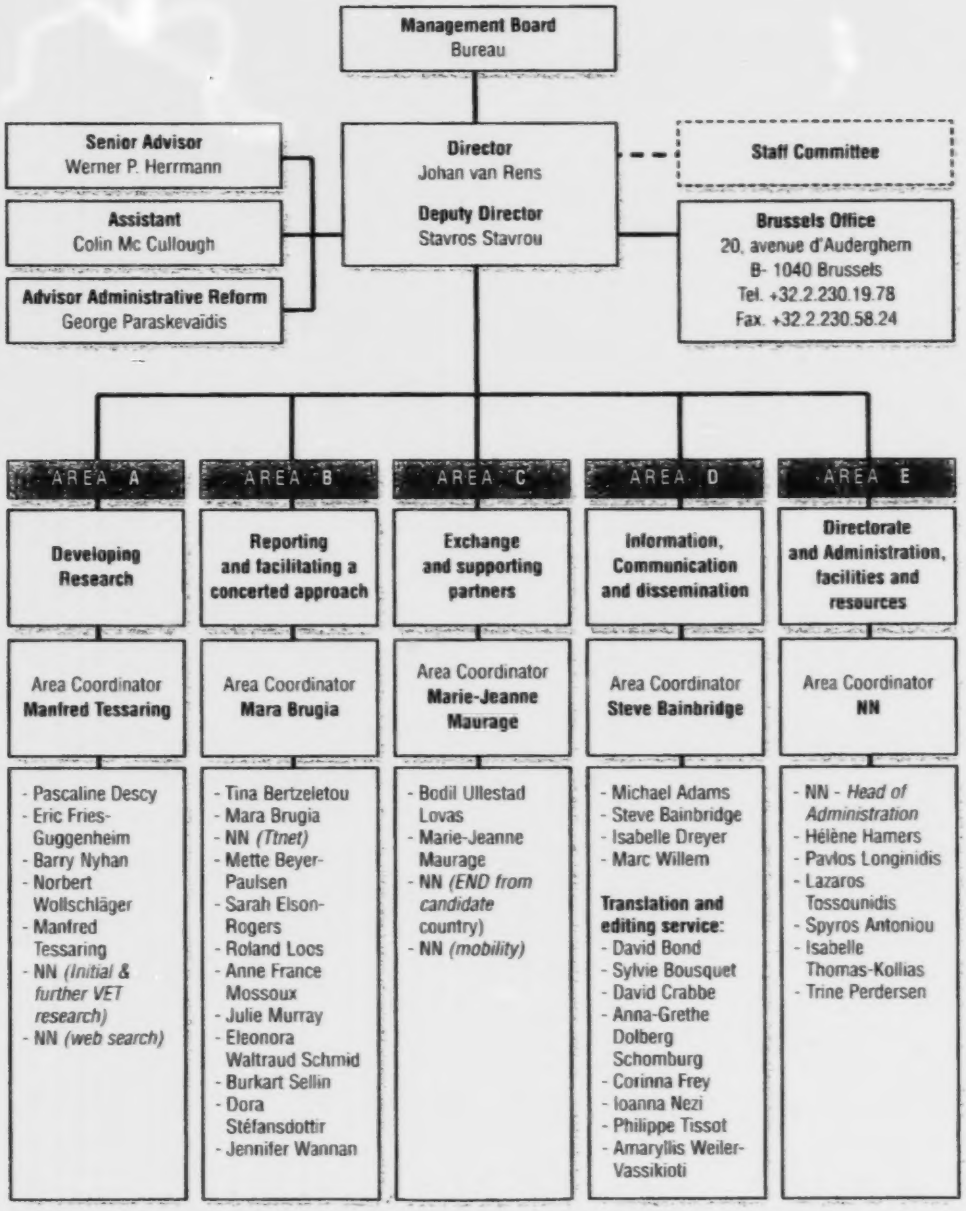
* Includes the contribution from the Phare envelope for 2003 (324,000 euros) spread on the basis of the percentage of each project/activity in the total Title 3 (operational) budget of 5,526,000 euros.

** Includes the contribution from the Phare envelope for 2003 (68,600 euros) spread on the basis of the percentage of each project/activity in the total staff complement of 115 persons.

*** Allocation of the total amounts to the four activities will take place at a later stage.

ANNEX IV

Organisational chart 2003



Telephone numbers and e-mail addresses of management, coordinating and other staff of the areas, as well as their responsibilities, will be on our website http://www.cedefop.eu.int

ANNEX V

ETF/Cedefop: joint work with special reference to candidate countries in 2003

Introduction

Building on the results of their joint work in 2002, ETF and Cedefop will continue their cooperation begun in 1997 with their *Memorandum* and consolidated in their *Framework for cooperation between Cedefop and the ETF during the enlargement process* (2001) (1).

The following list of activities illustrates the areas in which the two agencies will focus their cooperation in 2003. The presentation below is structured along main objectives of cooperation set out in the above-mentioned framework for cooperation between the two agencies, namely:

(a) facilitating the participation and involvement of candidate countries (CCs) in the policy development of the Community in VET during the transition period before accession;

(b) preparing CCs for full participation in Cedefop activities at the time of accession;

(c) information, knowledge management and dissemination.

A. Facilitating the participation and involvement of CCs in the policy development of the Community in the field of VET during the transition period before accession

ETF and Cedefop will support the European Commission in the implementation and monitoring of actions of the work programme 2010 on the follow up of the report on the future objectives of education and training systems in the EU as agreed in the Barcelona summit in March 2002. Both organisations will also support the process initiated by the Commission and the Director Generals for Vocational Training in Bruges in 2001 to increase co-operation in European vocational education and training. Both social

(1) See http://www.cedefop.eu.int/download/current_act/cedefop_etf_0601.doc

partners and CCs will be strongly involved in these integrated processes and participate in the ministers' conference on 29-30 November 2002, where priorities for action are agreed.

More specifically both agencies will continue to work together in the following areas:

- lifelong learning (LLL): both agencies will cooperate with the European Commission in the preparation of a database of good examples of practice in LLL (including examples from the candidate countries). The development of the database will be based on the priorities, principles and objectives deriving from the Commission Communication and Council Resolution on LLL;
- transparency: ETF together with Cedefop will continue to assist the candidate countries in implementing the action proposals developed by the transparency forum (certificate supplements, setting up of national reference points on vocational qualifications, European CV) and bringing them into a single integrated transparency tool;

  ETF and Cedefop will also continue to inform and involve the candidate countries in the pursuit of the European inventory concerning initiatives of validation of non-formal and informal learning and of a European credit transfer system for vocational education and training.
- quality in VET: candidate countries will be supported to follow the recommendations deriving from the work of the forum on quality, taking into account the outcomes of the conference on quality organised by the Danish Presidency in September 2002 together with the conclusions of the policy conference on increased cooperation in VET in June 2002.
- guidance and counselling: building on the related survey carried out in 2002, ETF and Cedefop will cooperate with the European Commission with a view to supporting the candidate countries' participation in the European cooperation and exchange regarding the development of common policy approaches to the provision of lifelong guidance services at both European and national levels.

B. Preparation of the candidate countries (CCs) for full participation in Cedefop at the time of accession

(a) Reporting

Preparation for the integration of the candidate countries, through the ETF national observatories (NOs), into the Cedefop network of reference and expertise (REFER) will be carried out gradually as a joint project in the run-up to their accession in 2004. 2003 will be a year of preparation including use of the new thematic reporting approach by NOs.

The two agencies and Eurydice will continue to work closely together in order to ensure the compatibility of the reporting structures. This work will be closely connected with the preparation of a knowledge management system in education and training for reinforced monitoring and exchange of good practice (see below, section C).

(b) Statistics and indicators

ETF and Cedefop will continue to be involved in the methodological work launched by the European Commission regarding the development of appropriate indicators (e.g. in the fields of LLL, quality of VET, follow-up of the work programme 2010).

Should the project of collection of key data on VET be resumed in 2003, this will include the candidate countries.

(c) Teachers and trainers

Drawing on the outcomes of the conference on 21 and 22 November 2002, organised jointly in Denmark by the two agencies in cooperation with the Danish EU presidency, continuing assistance will be provided to prepare the candidate countries for active and full participation in the Cedefop TT network on accession. The CCs will develop a road map for their integration into this TTnet during the conference.

(d) E-learning

ETF and Cedefop will focus their cooperation on the VET related aspects of the Commission's e-learning action plan and seek to promote the integration of the candidate countries in the implementation of this plan. The outcomes of the Cedefop survey on e-learning, for which ETF has provided data on the CCs, will be used to define concrete follow-up activities. Links will be established between the new e-learning web-site in Cedefop's ETV and the ETF web-site specifically as regards candidate countries' national reports and further information concerning e-learning.

(e) Social Dialogue

ETF and Cedefop will work together to promote the participation of social partners from candidate countries in the implementation of the 'Framework of actions for the lifelong development of competences and qualifications' agreed between the European social partners in 2002. In this context, ETF in cooperation with the Greek Employers' Association, will organise a conference during the Greek presidency in the first half of 2003. The conference will be primarily addressed to social partner organisations from CCs. Cedefop will participate and contribute to this conference.

(f) Participation of CCs in the Leonardo da Vinci study visits programme

In 2003, it is planned that nine candidate countries will host 11 study visits while all candidate countries (including Romania, Bulgaria and Turkey) are expected to participate in study visits to member states. In addition, a synthesis seminar will take place in a candidate country. ETF will continue providing support to reinforce the involvement of CCs in the programme, in particular with regard to the participation of social partners' representatives. To this end, ETF drawing on its networks and experience will propose to CEDEFOP appropriate contact persons in candidate countries for contributing to the visits/seminars. ETF will also make a contribution to the analysis of the results of the visits and provide an input to the synthesis seminar.

(g) Support for research cooperation

Developments in candidate countries will continue to be reflected in the third report on European research in VET dedicated to the theme *Evaluating the impact of VET* (to be released by Cedefop in 2004), through the contribution to this report by ETF and researchers from these countries.

In addition, ETF and candidate countries will have more opportunities to be associated with Cedefop's research work notably via their involvement in the *European Journal Vocational Training*, the Agora meetings and the project on early identification of skill needs in Europe.

C. Information, knowledge management & dissemination

- In line with the conclusions of the policy conference on Increased co-operation in VET, which took place in June 2002 in Brussels, ETF and Cedefop will support the European Commission in developing a knowledge management system to facilitate reinforced monitoring and exchange of good examples of practice, taking into account the need for increased transparency at national and sectoral levels.
- Cooperation aimed at reinforcing the electronic exchange of information will continue, in particular through more systematic links to be developed between the Cedefop European training village (ETV) and ETF website. Cedefop will promote the ETV in the candidate countries, to facilitate access to information about vocational education and training in the EU and increasing involvement in Cedefop activities. Through the European training village the users from candidate countries can also order Cedefop publications online.
- The two agencies will also continue to work together with Eurydice in the field of documentation and terminology to improve the sharing of resources and to make tools more compatible.
- The ETF will join the existing agreement between Cedefop and DG EAC regarding participation at relevant events on the DG EAC information stand. The aim would be to present the work of the two organisations in parallel.
- ETF will contribute to the publication on LLL, which will be prepared by Cedefop in 2003.
- Joint events: for 2003 specific attention will be given to organisation of joint events during the Greek and Italian presidencies. In this context, ETF will participate and contribute to the international conference planned by Cedefop in June 2003 on LLL. Cedefop will provide an input to the conference to be organised jointly by ETF and the Greek Association of Employers in early 2003 (see point B(e) above).

ETF/Cedefop: joint work with special reference to candidate countries

The following list of activities (accompanied by budgetary indications) illustrates the areas in which ETF and CEDEFOP will focus their cooperation in 2003 which started as early as in 1997 with their *Memorandum* and deepened in their recently agreed *Framework for cooperation between CEDEFOP and the ETF during the enlargement process*(2001).

Project		Activities	ETF contribution		CEDEFOP contribution	
			Funding (€)	HR input	Funding (€)	HR input
A	**Participation and involvement of CCs in the policy development of the Community in the field of VET**			1.5		
A.1	Lifelong learning	• Preparation in cooperation with EC of a database of good examples of practice on LLL (including the CCs)	30 000		25 000	85wd
A.2	Increased European cooperation in VET Transparency of qualifications Quality in VET Guidance and counselling	• Supporting the CCs in implementing the action proposals put forward by the Forum/WG during its phase 1 operations • Extension of the inventory on non-formal and informal learning to the CCs • CCs are assisted to follow up the recommendations resulting from the work of the forum/WG on quality in VET • Supporting the integration of CCs in the EU cooperation platform on the development of common policy approaches to guidance and counselling	50 000		34 000	150 wd
B	**Preparation of the candidate countries (CCs) for full participation in Cedefop at the time of accession**			1.5		
B.1	Reporting: towards harmonisation of reporting systems	• Joint project on the integration of the candidate countries, through the ETF national observatories (NOs), into the Cedefop network of reference and expertise (REFER) • Continuation of the provision of services by national observatories to ETF (including preparation of annual reports following the reporting approach used by the REFER network & updating of Key Indicators report)				

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		• National observatories' meeting in Turin with Cedefop participation	200 000		15 000	
B.2	Statistics and indicators	• Joint support to the methodological work launched by the EC for the development of indicators in education/training and lifelong learning • CCs to be included in VET data collection			10 000	
B.3	Teachers & Trainers; towards integration into the Cedefop TT network	• Continued assistance for full participation of candidate countries in Cedefop's TT network upon accession	20 000		60 000	150wd
B.4	Follow-up to the European action plan on e-learning	• Cooperation (with a focus on the VET related aspects) to promote the implementation of the action plan by the candidate countries; • Links to be established between the new e-learning website in Cedefop's ETV and the ETF website			10 000	30wd
B.5	Social dialogue	• Supporting social partners from CCs to take on board and follow the recommendations emerging from the Framework of actions for the lifelong development of competencies and qualifications agreed between the European social partners in 2002	30 000		30 000	40wd
B.6	Leonardo da Vinci study visits programme	• ETF support to reinforce the participation of candidate countries in the programme • ETF contribution to the analysis of the study visits results • ETF input to seminar(s) held in candidate countries			146 000	460wd
B.7	Research, including Cedefop journal	• Contribution by CCs and ETF to the Cedefop third report on VET research in Europe • Continued involvement of ETF and CCs in the editorial board of Cedefop European Journal Vocational Training, Agora meetings, and the project on early identification of skill needs in Europe			61 000	150wd
C	**Information, knowledge management and dissemination**	• Joint Support to EC for the development of a knowledge management system • Reinforcing the electronic exchange of information • Continued cooperation on information collection & management, documentation and terminology (in cooperation with Eurydice) • ETF contribution to Cedefop publication on LLL • Organisation of joint events	20 000	0.5	45 000	65wd
	TOTAL		**350 000**	**3.5**	**426 000**[2]	**5.5 FT**

(2) Refers only to Title 3

ANNEX VI

Cooperation with Eurydice and the European Training Foundation (ETF)

1. Eurydice, Cedefop and the ETF need to cooperate more closely not only because most candidate countries are expected to join the Union very shortly but also because European cooperation in the fields of education and vocational training are becoming increasingly integrated. The Bruges initiative and the Copenhagen declaration on enhancing cooperation in the field of vocational education and training relate to, and build on, the report on the concrete future objectives of education and training systems and the Commission's Communication on lifelong learning. Together they now constitute the new framework for policy cooperation for the coming years. This common framework is, therefore, the one within which the three bodies, Eurydice, ETF and Cedefop, will have to work in the future.
2. Given the similarity of their missions, Eurydice and Cedefop have a long tradition of cooperation, which has focused mainly on documentary and terminological matters and the joint production of the (now electronic version only) publication *Structures of the education and initial training systems in the EU*. That document, last updated in 2002, in collaboration with the ETF, will be further revised and up-dated during 2003. Eurydice and Cedefop will continue to work closely together in the field of lifelong learning.
3. The extension of Eurydice's activities since 1996 – and in the coming years those of Cedefop – to cover the pre-accession countries, in particularly the candidate countries, also entails closer cooperation with the ETF (see Annex IV).
4. In 2003, cooperation will focus mainly on the following aspects:
   - making a joint contribution to the new European cooperation framework, for example in projects which provide necessary information infrastructures, such as the knowledge management system (KMS);
   - cooperation in the area of documentation and terminology to improve resource sharing and to enhance the compatibility of tools;
   - systematic exchanges of information on their respective activities both at the European and national levels and measures to strengthen links between national partners;

- joint promotion activities for joint products (e.g. the Structures and Life long learning documents) and better interconnection of web sites;
- completing a new update of the Structures document and development of a partnership to improve, on the basis of common themes (e.g. initial training and adult education), basic national information about systems;
- discussion of ways and means of jointly undertaking the regular gathering (reporting system) of national data on lifelong learning and related themes;
- discussion of future needs in terms of indicators and benchmarking building on existing products;
- creating and developing a database containing good examples of lifelong learning practice.

5. As in 2002, joint meetings will be held to define the scope of cooperation and how it will be implemented for each point. Future cooperation (in particular for the joint preparation of texts) will attach importance to good preparation and to thinking ahead about work in order to take into account the differences of the partners' working methods, e.g. in terms of the gathering, processing and validation of data.

ANNEX VII

Provisional publications list 2003

Periodicals

- European journal vocational training – three issues
- Cedefop Info – three issues

Non-periodicals – priced reference publications

- Learning for employment: vocational education and training policy in Europe
- Eurobarometer on lifelong learning: survey results
- TTnet project
  - Report on transferring e-learning practices
  - Report on the impact of e-learning schemes on activities and competences of trainers at Community level
  - Report on new parameters for the professionalisation of teachers and consequences for training systems
  - Report on the role of non-formal learning in the qualification and professionalisation of trainers
- Early identification of skill needs in Europe
- Education expansion and the labour market
- Facing up to the learning organisation challenge (two volumes)
- Work process knowledge and work-related learning in Europe
- Learning through work experience
- Future education: learning in the future. Scenarios for future vocational education and training policy
- Quality of agricultural products and protection of the environment: training, knowledge dissemination and certification
- Vocational education and training in Ireland
- Vocational education and training in the Netherlands
- Vocational education and training in Greece
- Learning by leaving: mobility as a didactic tool in vocational education and training in Europe

Non-periodicals – free panorama/dossier publications

- Study visits outcomes
- Short descriptions of vocational education and training systems in:
  - Greece
  - Italy
- Generic and user industries' ICT-skills profiles-complements and updates
- ICT-curricula guidelines for vocational education and training and lifelong learning
- ICT-training solutions for SMEs
- Scenarios and strategies for vocational education and training and lifelong learning, a toolkit for planners and practitioners
- Agora Thessaloniki reports (electronic and paper version)\

Agora XV (Empowering individual learners)
Agora XIV (Image and standing of VET)
Agora XVI (Company-based learning in Europe)
Agora XVII (Education, training and economic performance* *working title*)
Agora XIIX (Skills mismatches* *working title*)

Electronic publications

- Short thematic overviews of Vocational Education and Training forming part of KMS in:
  - Iceland
  - Italy
  - Denmark
  - Netherlands
  - Portugal
  - Austria
  - Ireland
  - Luxembourg
  - Germany
  - UK
  - France
  - Norway
  - Sweden
  - Greece
  - Finland
- Transversal European analysis of thematic overviews on Vocational Education and Training forming part of KMS

Conferences organised by Cedefop 2003 (held in Thessaloniki unless stated)

- Agora Thessaloniki
  - Education, training and economic performance, May 2003
  - Skills mismatches, September 2003
  - Towards a European research agenda for vocational education and training, November 2003
- International conference on implementing lifelong learning, May-June 2003
- Workshops on (e)TTnet project - dates to be finalised
- International conference on early identification of skill needs in Europe, April-May 2003
- E-skills profiles and curricula in SMEs and user industries engineering, banking and graphic/media) in cooperation with the Career Space Consortium, October 2003
- Study visits meetings:
  - Preparation of the study visits 2003 – Validation on informal and non-formal learning, seminar for NLOs and TSAs, February 2003, Vienna, Austria
  - Annual meeting of the study visits national liaison officers, June 2003, Rome, Italy
  - Synthesis seminar, second half of 2003, to be held in one of the candidate countries
- Learntec 2003 (organisation partnership with DG EAC, BIBB and Leonardo da Vinci), February 2003, Karlsruhe, Germany,

ANNEX VIII

Refer Network of reference and expertise

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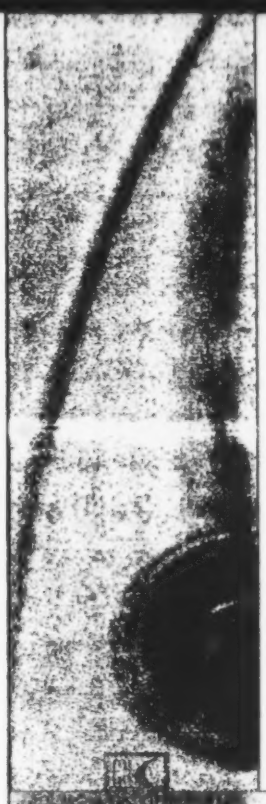

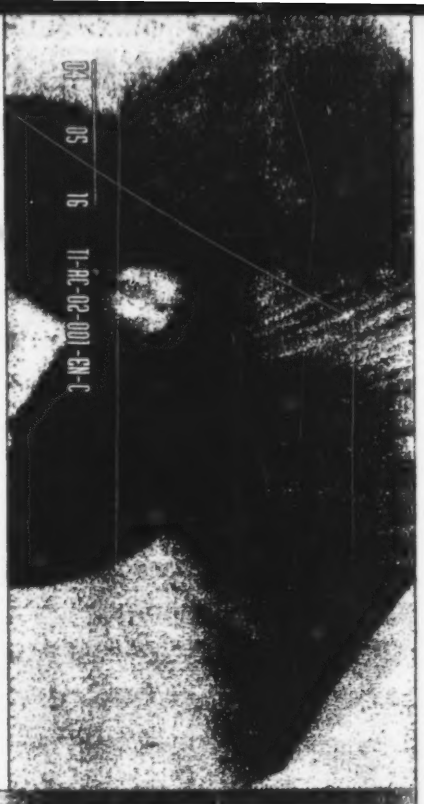

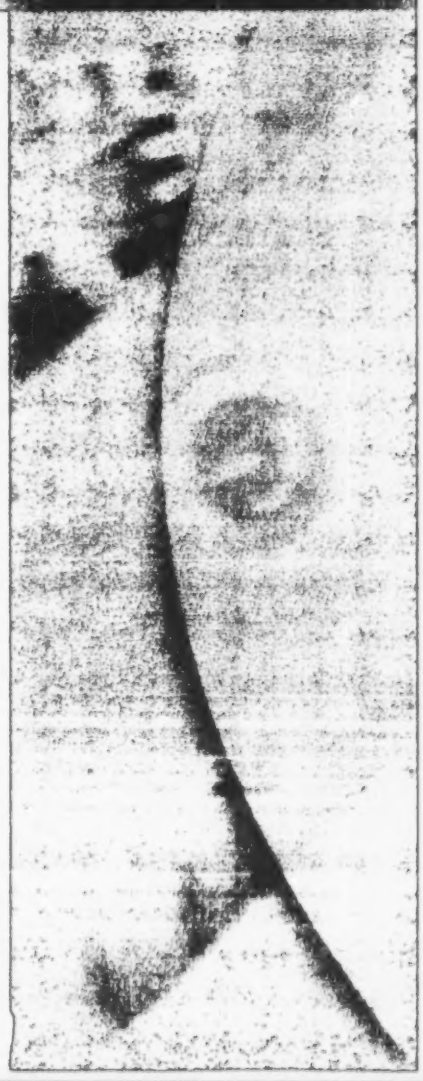

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